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DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1763

Date: 230378 By: 025

TO: Deputy Director of Central Intelligence
THRU: Acting Deputy Director (Administration)
SUBJECT: Personnel Policy in Respect to Agency Dealings with
Employees.

1. PROBLEM

What principles should govern the utilization of Agency services in respect to employee selection, training, processing, placement, relationships and morale, and therefrom, effective progressive individual utilization or termination.

2. ASSUMPTION

- a. That effective personnel administration is no different in principle within this Agency than elsewhere.
- b. That Agency actions which impinge on the individual employee shall flow from established policy, which cannot be multi-lateral.
- c. That here as elsewhere there is obligation to seek efficiency and avoid all needless or duplicating costs.

3. FACTS

- a. The substantial contributing or impinging influences on our people which are now outside of personnel jurisdiction here at Headquarters are medical (and psychiatric), psychological and in security processing. In addition, there are some uncontrolled unilateral operating-office excursions into the

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psychological field. These deal with employees and are contesting and duplicating.

- (1) The Medical Office at Headquarters now employs six doctors fulltime, six doctors part-time WAB, many consultants and six nurses fulltime. Two of the fulltime doctors are psychiatrists. There are three part-time psychiatrists. In addition, there are nine medical technicians, one psychologist, and three medico-administrators on that payroll.
 - (a) The basic function of this office is to furnish Agency medical support, including pre-employment physical examination, first aid, periodic physical examination, physical preparation for overseas assignment, general therapeutic guidance, and pre-mission (overseas) medical screening.
 - (b) The only Agency psychiatrists employed are on the Medical Office payroll.
 - (c) The Chief, Medical Staff, holds that his employment of psychologists must be within his Staff.
- (2) The psychological assets of the Agency are, with two exceptions, now employed by the Office of Training. (The exceptions are one psychologist on the payroll of the AD/Personnel for AB testing, and one on the Medical Staff.) OPA employs 14 trained psychologists whose function is:

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- (a) to assist instructors
 - 1. in producing systematic, objective and complete reports concerning the work accomplished by students, and concerning personality factors and competence evidenced during the 26* different courses of instruction, and
 - 2. in evaluating the effectiveness of their own teaching methods;
- (b) to provide psychological services including intensive testing (and assessment) as needed and requested by the Agency components.
- (3) All employees spend a varying but substantial part of their time under GTR training jurisdiction; Phase I of BIC requires three weeks; Phase II of BIC requires five weeks; Phase III of BIC requires 13 weeks; all professional FOD personnel within the DD/P Area take Phase III; all DD/A professional support personnel get Phase I plus three more weeks of special support training; the professional personnel in the DD/I Area likewise receive six weeks of training.
- (4) Direct dealings with employees on the part of the Security Office arise from investigative scrutiny and the polygraph testing. This type of testing has made thousands of examinations since starting in 1948, and is now SOP for all

* Aside from the Agency Orientation course and various smaller clerical training activities.

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ECOD's and for PCF to Headquarters from the field.

- (5) AD/Personnel operates the 4th and largest contributory influence - personnel administration itself.

L. DISCUSSION

- a. All of these foregoing personnel contributory or impinging influences so to speak, are functionally part of the individual's processing in selection, placement, development, or termination. They all affect morale. Each influence is a unilateral technical impingement; each is significant. Each contributes substantially to a sum-total bearing on the person. In effect, to the degree that these influences affect the individual, the Agency's organizational alignment today provides for four "personnel directors". (To say nothing of free-wheeling.)
- b. Commonly today in industry, the medical (plus psychiatric, if any), training and psychological services fall within the jurisdiction of the company Personnel Director, and he is a vice-president.
- (1) The security function is usually outside of personnel jurisdiction except that the personnel officer is responsible for monitorship and policy determination as to treatment of the employee.
- c. It is universally true that people - not money nor material, are an organization's greatest asset. Good personnel administration is an art, not a trade, and is properly all - inclusive.
- d. These four personnel contributory offices so to speak, are properly viewed as authoritative within themselves as to internal

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technical method. What remains then is to integrate them properly. This means single-headed supervision of all of them for the DCI in the echelon above the AD. This is probably unacceptable today, therefore the recommendations will deal with the next best prospect to take us farther along the way.

- e. The psychiatrist is a doctor first and last. He must be on the Medical Staff for therapeutics; to argue that when so placed he cannot serve his part in a broader function of general agency personnel guidance, is to argue that collaborative activity doesn't or can't exist.

- (1) Also, if a psychiatric or medical program demands psychological services, the Chief, Medical Staff and only he can properly determine whether, - with due recognition of costs, the psychological contribution must arise from within his own staff.

- f. Utilization of psychological assets within OTR is so close and substantial in training per se, as to constitute practically an integrated whole. Peculiar to our type of business we must for the most part teach ourselves techniques from our own learning. Therefore, the importance of effective teaching and courses sharply directed to operational proficiency is an over-riding factor in Agency progress and development.

- (1) Commonly the psychologist is on the staff of the personnel officer but also commonly there is not the substantial contribution to training, as such, delineated above. Here again, to argue that when so placed the psychologist cannot

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serve his part in a broader function of general Agency personnel guidance is to argue that collaborative activity doesn't or can't exist.

- g. The potential of influence - for good or evil of Security's polygraph and other personnel-security factors are altogether too great to leave unmonitored from an independent personnel viewpoint.

5. CONCLUSION

- a. Psychiatric services within the Agency must base in the Medical Office. Psychological contribution to a medical program may properly base in the Medical Staff.
- b. Outside of strictly medical programs, general Agency psychological services should remain as presently attached in OTR and service the whole Agency.
- c. The polygraph is better "covered" within Security, for any use.
- d. The employee must not be subjected to sundry uncontrolled or will-o-the-wisp personal pressures or impingements. Additionally, with respect to psychological services, OTR should begin to work itself into project similarly as medical performs now.
- e. The problem is not the organizational placement of the three functions of medical, psychiatric and psychological services, but rather the Agency's failure to recognize the over-riding need for a single-headed Agency responsibility for all impingements on our people.

6. RECOMMENDATION

It is recommended:

- a. That the attached Regulation be approved for publication

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Chief, Management Staff

1 Attachment